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Athletes Becoming Social Entrepreneurs! Developing a Gamification Based Social Entrepreneurship Training Program for Athletes- **SPAIN**

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Literature Review

1. Entrepreneurship in Spain

Entrepreneurship reflects the vitality of a country's economy. Entrepreneurs create jobs, favor competitiveness, economic growth and modernization of the economy (Hoskisson, Covin, Volberda & Johnson, 2011). The emergence of new companies constitutes the new sap of the business network. A healthy and dynamic country needs a high turnover in and out of new businesses. The new companies that appear try to exploit new opportunities that arise from technological, market, institutional, and social changes, replacing those that have covered their life cycle (Martínez & Milne, 2006)

In Spain, a country where 95.8% of businesses are small businesses with less than 9 employees (INE, 2015), entrepreneurship is the key to the regeneration of the economy. In addition, entrepreneurship is a way for people and their families to have a better life. Proof of its economic and social importance is that public institutions are trying to support and promote entrepreneurial initiatives. In Spain, an example of this is the law 14/2013, of September 27, of support for entrepreneurs and their internationalization whose main objective is to support the entrepreneur and business activity, favor their development, growth and internationalization and promote the entrepreneurial culture and an environment favorable to economic activity.

In the specific case of Spain, the situation has been especially dramatic in recent years due to the crisis. The number of young entrepreneurs, under 40, registered a fall of more than 30 percent from 2007 to 2012, reaching levels of business creation similar to those of 15 years ago. Although from 2011 to the present the number of freelancers has begun to grow year after year again, this has been mainly due to entrepreneurship by necessity. The strong crisis dramatically reduces business opportunities in the market producing a negative effect on entrepreneurship by opportunity although it can favor some people to undertake as an alternative to unemployment (Brünjes and Revilla, 2013).

To analyze entrepreneurship in Spain, reference is made to the study that used the Amway Global Entrepreneurship 2015 database, prepared by the Technical University of Munich and the GFK Institute, in collaboration with Amway, which collects entrepreneurship information in 44 countries. This database contains entrepreneurship data with a sample, in 2015, of 49,775 men and women between 14 and 99 years surveyed in a total of 44 participating countries, with representative groups of the population in each of them.

In Spain, in terms of age, the youngest people (below 35 years) are those who show a more positive attitude (81%), compared to those between 35 and 49 who show 70% or those over 50 years that only 60% have a positive attitude to entrepreneurship. This may also be due to the high unemployment rate in Spain in this population group. The unemployment rate for those under 35 has tripled during the crisis (Employment Report, 2015) from 10.8% in the third quarter of 2007 to 32.3% at the beginning of 2015, which means a total of 2,174,900 unemployed under 35 years (1,188,600 more than at the beginning of the crisis).

In this situation, Spain runs the risk of not taking advantage of a generation of highly qualified talent that remains excluded from a labor market that is very deteriorated by the crisis and that when not finding work has to look for alternatives outside our borders, continue with its training or create their own business.

2. Social entrepreneurship in Spain

In Spain, the social economy and the entities that comprise it have their first legal recognition in 1990, in Law 31/1990, of December 27, on General State Budgets, although their presence in the economic reality of Our country is earlier (Fajardo, 2012a). Currently, the delimitation of this sector is marked by Law 5/2011, of March 29, on Social Economy, where it is defined as the set of economic and business activities carried out by private entities that pursue interest general economic or social, or bot

In Spain welfare state loss is already evident due to financial and economic crisis. This situation has been the trigger to mobilize civil society in relation to the pressing problems arising from it. The truth is that Social Innovation had hardly been approached in Spain from the political point of view, highlighting only the regions of the Basque Country, Catalonia and Andalusia, where programs for Social innovation have been established. As in other European regions, "social enterprises" are also emerging in Spain, like a way of doing business with a strong ethic base and with values that emphasize the social purpose of the activity and not only the economic performance, taking always into account that they are companies economically sustainable. In this type of business, economic activity must be profitable, but above all, should have a positive impact on society, since they are created to solve a social problem that affects a group. In Spain it is increasing the number of public institutions that are beginning to work around social innovation, through studies on this area and analysis of social innovation projects in order to limit, define and show what it is.

Social enterprises in Spain have followed a similar trajectory to the rest of the countries of the European Union and the model linked to the Social Economy predominates. In the Spanish case, they are the Social Companies, the Centers Special Employment and Social Initiative Cooperatives organizations that in a more relevant way could be linked to the concept of social enterprise, being mainly linked to the European model of Social Enterprise, as can be seen the relationship between the characteristics of these entities and the criteria included in this model.

The current configuration of the Spanish Social Economy is marked by the adoption of Law 5/2011 of 29 March, on Social Economy, which undoubtedly marked a turning point for recognition, visibility and development of the sector, both within the State itself and the European Union. Recently, the approval

of Law 31/2015, of 9 September, amending and updating the rules on self-employment and proposing measures for support and promotion of self-employment and social economy are adopted, has come to complete this regulatory framework establishing measures for development and promotion of the Spanish social economy. According to the law, the following entities take part of this business and diverse concept that is Social Economy:

- Cooperatives

- Labor societies

- Mutual

- Special employment centers

- Foundations

- Associations

- Brotherhoods

- Insertion companies

In the specific case of social entrepreneurs, there is the “Promotion and boosting program of Social Economy” 2015-2016. It is a project that includes promotion and support policies for social economy that the Ministry is going to implement to strengthen the companies involved in social economy.

In 2015 different grants were offered to finance the costs of carrying out activities of support and promotion of self-employment, the social economy and social responsibility of companies, as well as partial funding of the operating costs of associations of self-employed, cooperatives, labor companies,

insertion companies and other representative bodies of the social economy at state level to facilitate the compliance with their aims

3. Social entrepreneurship in sport context

Public authorities are responsible for the promotion of sport. However, due to various factors, including the current economic crisis in the different western countries and, specifically in Spain, it has caused the budgets of the different administrations to be reduced (as a consequence of public deficit reduction policies). The games that have the most impact are those related to development and social integration and sports. Because the sport in its multiple modalities has been reduced in its public financing, it leaves open the way for the private initiative, through social entrepreneurship, to take over the powers that the visible hand of the State is not capable of attend. In addition, as it has been highlighted, sport is an industry or sector that allows to achieve the objectives pursued by social entrepreneurship, focusing on the search for equity and social development through different innovative projects based on sports activity.

Below are some experiences of social entrepreneurship in sport.

FUNDACIÓN TAMBIÉN
DEPORTE ADAPTADO PARA LA INCLUSIÓN DE PERSONAS CON DISCAPACIDAD

- **In 2000, the Foundation was also born in Madrid (sport adapted for the inclusion of people with disabilities) as an institution of general, cultural, sports and non-profit interest. It is created by the social entrepreneur Teresa Silva, athlete and businesswoman, who after suffering a serious paragliding accident in 1989, while training for the world championships, is disabled in a wheelchair, which made him face the difficulties that these types of people find when developing their lives. The objective of this social enterprise is therefore the integration of people with mental, physical and / or sensory disabilities, through the promotion of adapted sports, leisure and leisure activities.**

- **Inspirasports is a Spanish social company that was born in January 2010 as a non-profit association with the objective of supporting the government and public and private institutions to develop social development initiatives through sports activities. The social entrepreneurs who carried out this initiative are Pedro Díaz Ridao and Germán Argüelles, who decided to join their efforts after their professional experience in the field of sports management of high-level competition, personally experiencing the immense potential of sport as tool for the development of people at risk of social exclusion. This company is mainly developed through two work areas: social awareness and integration, carried out through various sports activities and projects, and education in values and training of people in the use of this powerful tool for also become agents of change. Regarding the area of awareness and social integration, the Inspirarunning project stands out. This is a club in which volunteers participate with people at risk and social exclusion (as homeless, unemployed or immigrants with limited resources), whose objective is to help this group to improve their confidence and self-esteem, as well as their independence and self-sufficiency, promoting positive and healthy routines throughout the career (runing) This project does not seek to provide those affected with material means, but on the contrary, it intends to provide them with the emotional support that will allow them to gradually leave their situation based on their own effort.**

4. Dual career of athletes in Spain (within the scope of the employment policy area)

The intense social change that Spanish society has experienced since the first years of the democratic transition to the present, has a faithful reflection on the changes that have occurred in the Spanish sports system. “In the field of democratic and advanced societies, among which is the current Spanish society, sport and the entire network of behaviours and interests that characterize it reflect, to a large extent, its growing structural and institutional complexity, the becoming itself of the society to which they belong” (García Ferrando & Llopis, 2010, p. 19).

For the Spanish Government, the promotion of sport is an essential matter, reflected at the legislative level from the Spanish Constitution (1978); “Public authorities will promote health education, physical education and sports. They will also facilitate the proper use of leisure” (Title I, Chapter III, art. 43.3). The response to the constitutional duty to promote sport came, first, through the Physical Education and Sports Law 13/1980, of extraordinary importance at the time and which was replaced by the Sports Law 10/1990, by demands derived from the agreed interpretation of the autonomous process, and by the evolution of the sports phenomenon itself. Law 10/1990 and subsequent Royal Decrees have legislated the situation of high-level athletes (hereinafter, DAN) in Spain; both the particularities of the athletes who carry out the activity, and the institutions involved. Law 10/1990 specifies that: “It is considered of interest to the State, as it constitutes an essential factor in sports development, due to the stimulus it implies for the promotion of base sport, by virtue of the technical and scientific requirements of its preparation, and for its representative function of Spain in official sporting events or competitions of an international nature” (Title I. General Principles. Art. 6.1).

The promotion and development of high level sport in Spain correspond to the Higher Sports Council (CSD), in collaboration with the Autonomous Communities (CC. AA), the Spanish Sports Federations, Spanish Olympic Committee (COE) with the final objective of improving the sporting successes of Spain at international level. The performance of the State Administration in the field of sport corresponds and is exercised directly by the CSD as specified by Law 10/1990, "except for the cases of delegation provided for in this Law" (Title II. Art. 7).

Regarding the competences on sport and promotion of sport in Spain, Law 10/1990 specifies that it is, first of all, in the different Statutes of Autonomies through a strict connection with the territorial areas of the CC. AA and secondly it constitutes a matter on which several competing titles affect. In this sense, Law 10/1990 specifies, "There are several coordinated and cooperative actions between the State Administration and the CC. AA for those competing competitions that will undoubtedly lead to a more dynamic sports policy with multiplier effects" (Preamble). With regard to the sports organization in Spain, it is based on a system of mutual collaboration between the public and private sectors in which both share responsibilities in the promotion, promotion and development of physical-sports activities and practices.

Emphasize that Law 10/1990 on Sports explicitly includes the need to provide, from different administrations, aid for the integration of DANs outside the sports field, incorporating athletes into the education system. "The State Administration, in collaboration with the Autonomous Communities, when appropriate, will seek the necessary means for the technical preparation and scientific and medical support of high-level athletes, as well as their incorporation into the education system and their full social integration and professional" (Title I. General Principles. Art. 6.2).

The high level athlete (DAN) and high performance (DAR).

The use of the term "DAN" and its definition, appear in Spain explicitly in the current Sports Law of 1990, under the following terms: "high-level athletes are considered who appear in the relations drawn up annually by the Superior Council of Sports, in collaboration with the Spanish Sports Federations, and, where appropriate, with the Autonomous Communities, and in accordance with the objective criteria determined, taking into account, among others, the following circumstances:

a) Classifications obtained in competitions or international sports events.

b) Status of the athlete in official lists of sports classification, approved by the corresponding international Federations.

c) Special conditions of a technical-sports nature, verified by sports organizations" (Title VI, Article 52).

In the aforementioned Law, in addition to establishing the criteria that define a DAN, the importance of the measures that facilitate its technical preparation, its incorporation into the educational system and

its full social and professional integration, both during its sports career and at end of it. After it, a series of Royal Decrees (hereinafter, RD) and extensions to Law 10/1990 have appeared with the objective of specifying the particularity that high level sport represents as the main activity in a person's life.

RD 971/2007, of July 13, on high level and high performance athletes.

- The criteria that define the condition of high performance athlete and the promotion measures associated with these athletes are modified.
- It is intended to improve the insertion in society and facilitate its dedication to high competition sport.
- Different measures are adopted, including those related to tax benefits, measures for labour insertion and support for the DAN from the CSD.
- The extension of flexibilization and adaptation measures in the education system to areas other than those already included in the previous norm and which refer to Compulsory and Post-Compulsory Secondary Education, the Baccalaureate, Education for the University is promoted in a novel way Adult People or Artistic Teachings.
- A support service for the DAN called PROAD is created within the CSD, for specific attention and dedication to the DAN during their sports life and at the end of it, in coordination with the institutions and entities involved.

In Spain, the DAN relationship is published in the Official State Gazette (BOE) with a periodicity of six months by resolution of the President of the CSD and its number has been increasing in recent years.

Government support policies in high level sports.

Legislation regarding high-level athletes in Spain.

Although there have been several legislative documents that during the last decades have referred to sport and DAN in Spain, it is specifically affected in the current legislative documents and that reflect the growing concern of the Spanish State for the integration of athletes in the educational system, the reconciliation of sports and academic life and subsequent insertion in the labour market.

- Law 10/1990, of October 15 of Sport.

“The CSD exercises its powers in sports and coordinates them with the CC. AA and local corporations when it directly affects the general interests of national sport.” (First Title. General Principles. Art. 2).

"High level sport is considered a priority interest for the State and is a stimulus for different sports levels." (First Title. General Principles. Art. 6). This same article of the Sports Law expressly mentions the need to seek the necessary means for its preparation, its incorporation into the educational system and its integration into the social and professional system.

- RD 971/2007, of July 13.

This rule replaces RD 1467/1997 and its annexes, modified by the Order of April 14, 1998. In line with the social and legislative changes that have taken place over the last few years, it was considered necessary to review the aforementioned promotion measures in order to update them, expanding some existing ones and promoting new ones to further facilitate the technical preparation of high-level athletes and their full integration in the education system, and in social and work life, both during the sports practice, as well as after it. The definition of a high-level athlete and the high-performance athlete are addressed, for the purposes of applying the support measures provided for in the field of studies, with the aim of expanding the beneficiaries of these measures. These measures are specified in article 9 of the aforementioned RD called “Measures to promote training and education”, and facilitate access to the different training offers of the education system, for high-level and high-performance athletes, for example:

Access to university studies.

Annually, the CC. AA will reserve, for those who accredit their status as a high-level athlete, and meet the corresponding academic requirements, a minimum percentage of 3% of the places offered by university centres in which the circumstances provided for in RD 1742/2003, of December 19, which establishes the basic regulations for access to official university studies, or regulations that replace it. The Government Councils of the Universities may increase the percentage of places reserved for high-level athletes. Universities will assess the records of these students in accordance with the provisions of the applicable regulations.

The centres that teach and teach in Physical Activity and Sports Sciences, Physiotherapy and Physical Education Teacher, will reserve an additional quota equivalent to at least 5% of the places offered for high-level athletes, which will be maintained until September call, which quota may be increased.

High-level athletes will be exempt from performing physical tests that, where appropriate, are established as a requirement for access to teaching and studies in Physical Activity and Sports Sciences

- Sixth additional provision. Modification of RD 971/2007, of July 13, on high level and high performance athletes.

The fourth paragraph of article 9, paragraph 1, has the following literal wording: "the centers that teach and teach in Physical Activity and Sports Sciences, Physiotherapy and Physical Education Teacher or the degree teaching that replaces them, they will reserve an additional quota equivalent to at least five percent of the places offered for high-level athletes, which quota may be increased by agreement of the Higher Sports Council with the Universities."

- RD 439/2007, of March 30, which approves the Regulation of the Income Tax of Individuals and modifies the Regulation of Plans and Pension Funds, approved by RD 304/2004, of February 20.

Reference is made to article 4., "Exemption of aid for high-level athletes. For the purposes of the provisions of article 7. m) of the Tax Law, financial aid for training and sports technification will be exempt, with a limit of 60,100 euros per year

RD 637/2010, of May 14, which provides for the incorporation of high-level athletes to the State Security Forces and Bodies.

This RD is based on the aforementioned RD 971/2007, dated July 13. Its purpose is the individualization, homogenization and extension of the merit regulation of having been a high level athlete for the access and provision of destinations in the field of State Security Forces and Bodies.

A series of measures are approved that allow the promotion of high competition sport by offering an insertion in the labour market in a sector that has the requirement of an adequate physical condition as one of its pillars, while at the same time allowing enrichment of the management staff General of the Police and Civil Guard.

3. SUPPORT PROGRAMS FOR HIGH-LEVEL ATHLETES.

At present, there are different programs in Spain to support athletes from the state, regional, educational and private sectors whose main objective is to promote the reconciliation of the world of high competition sports with the academic life of the athlete. Among them we highlight:

High level athlete service program (PROAD)

It is a program for the improvement of the labour integration conditions of Spanish high-level athletes. The main objective of the program is to reduce the difficulty of athletes in the development of professional careers complementary to their sports careers, and thus ensure that sports successes are complemented by professional successes. The program depends on the CSD High Level Athlete Service. PROAD offers face-to-face and telematics individualized attention that integrates and offers information, advice, guidance, intermediation and management of all the resources that DANs may need to facilitate their professional transition process at the end of their sports activity. To this end, a network of tutors-consultants assigned to athletes and supervised by some coordinators has been created, which together with the athletes analyse their professional and training itinerary based on the needs identified. The PROAD aims to: 1. Detect the needs of the DAN. 2. Integrate the different resources that cover the needs and demand. 3. Generate resources and / or tools that do not exist to meet specific needs. 4. Provide DAN access to these resources. 5. Reach collaboration agreements with institutions, entities, organizations or companies that participate directly or indirectly in this process.

Office of attention to the athlete of the COE.

Within the contents of this office, the areas of training, information, the job bank and other services are provided with advice to Athletes (OAD, 2009):

1. Psychological counselling.

2. Legal advice.

3. Scholarships for training granted by the COE scholarship working group.

4. Socio-sanitary aid for former athletes granted by the Commission of Athletes of the COE.

5. Proposals of the athletes themselves for the improvement of the services provided.

6. Research related to athletes or the services provided.

7. Athlete tutoring.

3.3 Autonomous offices of attention to the athlete.

In Spain, there are high-level sports counselling offices in some Autonomous Communities.

Offices of attention to the athlete AT Universities

In general, there are in the Spanish Universities the so-called “offices of orientation and attention to the student”, which have among their functions the one to inform the high-level and high-performance sports students about the benefits that they can have in the university for the possession of said condition. Some universities also have programs to help high-level athletes.

Office of attention to the high level athlete of the Civil Guard

Born from the need to promote and support civil guards with special qualities and dedication to high-level competition, which may represent the institution in the various national and international sports events. The members of the Civil Guard who participate in these tests will be considered high-level athletes when, individually or as a team, they obtain marks or results of a higher level than the amateur athlete. Among the functions of the office are: recognize the status of a high-level athlete of the members of the Civil Guard who request it and assess the marks and results they have accredited, facilitate assistance in training and competitions in which they take part, promote the necessary economic resources and supports that facilitate the activities of high-level athletes.

Adecco Foundation

Its main objective is the insertion in the labour market of those people who, due to their personal characteristics, find it more difficult to find a job among which are athletes and former high-performance athletes. The “Career towards employment” program is based on the development and learning of job search and career guidance techniques. The athlete is thus helped to define his professional objective and to design his “career plan”; focus their skills within the work environment, how to do the job search, how to do a good job interview, develop a network of target companies, etc. Likewise, the program is complemented by taking advantage of the synergies of the network of 370 offices that the Adecco Group has in Spain and that in the selection processes and job searches,

all the applications of the athletes are present. The Adecco Foundation presents companies as an active proposal for open selection processes in which they can contribute all their values: effort, teamwork, improvement, etc.

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